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the people of NPA

Vol. 8, No. 4

May 1960

## An Agriculture Committee Statement

# Facilitating International Agricultural Research and Education

*The members of the Agriculture Committee signing the statement appear on page 4.*

IN THE LAST FIFTEEN YEARS America has been dramatically thrust into increasing world responsibilities on many fronts. Today we have numerous international programs—at home and overseas—designed to help the poorer countries of the world develop their economies.

A large percentage of the people of these underdeveloped countries make their living by farming. Over 50 percent of the meager income of the people goes for agricultural products—to eat or wear.

Improvement in production and processing of farm products must be a vital part of any economic development program in these countries.

## We Need a Corps of Trained Foreign Agricultural Workers

Our numerous international programs for helping underdeveloped countries call for a corps of U. S. citizens trained and skilled in foreign agriculture. Today we do not have enough workers trained in foreign agriculture to meet our overseas obligations.

It is true that thousands of professional agricultural people have gone abroad on various foreign development programs; but, in general the colleges of agriculture, the U. S. Department of Agriculture, and American education have only halfheartedly met the need to train foreign agricultural workers. Too often the response to foreign agricultural programs has lagged, been inadequately and almost grudgingly carried out.

We are all partially to blame for this attitude. There is little doubt that the American public is more concerned with major international issues than ever before. But often that concern tends to be casual and spasmodic. It fluctuates from crisis to crisis, and from visitor to visitor.

## Then and Now

• "There are at the present time two great nations in the world, which started from different points, but seem to tend towards the same end. I allude to the Russians and the Americans. . . . All other nations seem to have nearly reached their limits, and they have only to maintain their power; but these are still in the act of growth. All others have stopped, or continue to advance with extreme difficulty; these alone are proceeding with ease and celerity along a path to which no limit can be perceived. The American struggles against the obstacles that nature opposes to him; the adversaries of the Russian are men. The former combats the wilderness and savage life; the latter, civilization with all its arms. The conquests of the American are therefore gained by the plowshare; those of the Russians by the sword. The Anglo-American relies upon personal interest to accomplish his ends and gives free scope to the unguided strength and common sense of the people; the Russian centers all authority of society in a single arm. The principle instrument of the former is freedom; of the latter, servitude. Their starting point is different and their courses are not the same; yet each of them seems marked out by the will of Heaven to sway the destinies of half the globe."

—Alexis de Tocqueville—1835



## Land Grant Colleges and USDA Face a New Challenge

The United States Department of Agriculture and the Land Grant College of Agriculture have long taken pride—and rightly so—for their responses to the challenge of helping solve the problems facing the people they serve. This USDA land grant institution partnership pioneered a unique dimension in American education. First, it was teaching agriculture, then conducting research, and later carrying on campus and on-the-spot service programs for farm people.

Today our agricultural colleges and the United States Department of Agriculture face a new challenge. If we are to have a corps of foreign agricultural experts, many of the responsibilities for training and maintaining this corps must rest with them.

### What Must They Do to Meet This New Challenge?

1. Our agricultural colleges and USDA must evolve programs to transmit the knowledge of improved agricultural technology to the farm people of underdeveloped lands within the framework of the culture and economic conditions which exist there. These programs must be designed to encourage and make it possible for the peoples of the underdeveloped countries to put improved technology to work on their own farms.

To develop such programs requires a great deal of understanding on our part not only about the agricultural economic conditions of the countries, but also about the people themselves—their culture, their system of values, what they think, and how they act.

2. The colleges and USDA will have to supply most of the administrators to guide the programs and most of the technical people to carry them out.

3. They need to develop within their own ranks a reservoir of foreign agricultural experts who have the knowledge to teach and train students and beginners and design adequate foreign agricultural programs.

4. They must provide research to back up our vast foreign agricultural programs.

### Agricultural Students Should Be Taught Some Understanding of Overseas Agriculture

All agricultural college graduates should have some understanding of foreign agriculture, for out of this group will come the farm leaders and professional agriculturists of the future.

Colleges need to broaden their training so that today's agricultural graduate has at least an introductory understanding of foreign agriculture. Students should be taught agriculture in a broader aspect—farming under a greater

range in soils and climates than we have in the United States. For instance, the farmers of the tropics grow crops the year around in a continuous growing season. The mountain farmer often must grow grass on the north side of a mountain where direct sunlight falls for a short period during the day. In some parts of the world every day brings a heavy rain; in other areas it may rain only once every five years. And many agricultural regions have their own unique insects and diseases to control.

Agricultural graduates should have at least some knowledge about agriculture under social and economic conditions different from our own. For example, the most progressive village farmer in an underdeveloped land is not apt to put into practice the teachings of a government extension man, if this will cause him to be ostracized by his neighbors.

The economics of farming differ from country to country. Unlike our own country, in most underdeveloped parts of the world labor is cheap and abundant, machinery and fuel expensive. To these people an old-fashioned grain cradle may represent a real technological improvement if they have been using hand sickles. And it may be sometime before their economy will provide the transportation and fuel necessary to plow and harvest with tractors.

It is also important that students know how new ideas reach and influence people, not only in our own society, but in cultures that differ from ours. Let us look at one possible example of the importance of such knowledge.

The local U. S. county agricultural agent has long represented the basic building block in our own agricultural extension service. He knows the people he works with. They accept him as a friend and adviser. He understands how to influence the leaders of the community.

The same knowledge about the peoples of foreign lands is necessary if we are to help the farmers in those countries absorb and put to work the knowledge of modern agricultural technology.

### Training Students for Foreign Assignments

We need some students specially trained in foreign agriculture. At present there are something like 1500 agricultural scientists, technicians, and professional people working for the U. S. government on foreign agricultural programs. In addition, there are a number of Americans working in foreign agricultural assignments for foundations, private companies, farm organizations, missionary groups, and such organizations as the International Farm Youth Exchange.

This adds up to a sizable group of U. S. citizens working in foreign agriculture. The need for such trained people—as we see it—will increase in the future. This may be particularly true in nongovernment areas.

It would be especially desirable for a few agricultural colleges to set up foreign training programs for agricultural

students. Such a program would necessarily require that courses be made available to the students in the general culture, history, politics, and languages—as well as the agriculture and economy—of specific parts of the world.

At least two agricultural colleges are interested in this field and anticipate setting up curricula for training students in foreign agriculture.

Added to this is the need for more work at home to support overseas contracts. This could include preservice training of foreign workers, graduate internships overseas, foreign research assignments—more opportunity to “learn” as well as “serve” overseas.

## **Improving the Professional and Economic Status of Foreign Agricultural Workers**

Just training personnel for overseas assignment is not enough. If foreign agricultural assignments are to get and hold qualified people, foreign agricultural workers must have a professional status at least the equivalent of professional agricultural people at home.

Far too often an overseas assignment by college or government people represents a two-year diversion of effort. The faculty member or government employee who takes a leave of absence from his regular job frequently finds when he returns that he has lost out on advancement during that period. And often when he returns no effort is made to utilize his new knowledge or new abilities.

There is a strong tendency to release only “dispensable” people for temporary or permanent employment overseas. This attitude seems to be even more pronounced in government.

Too often heads of agencies—responsible for their own programs—will not recommend the most competent, key people for overseas assignment. They feel that such staff members cannot be spared for even temporary foreign employment. At times, overseas assignments have been given to people whose only qualifications were that the department head felt he needed them least of any on his staff.

When competent people are approached, they are often reluctant to take a foreign assignment. Their reasoning is simple. They see little professional advantage in the job.

Some individuals have taken two-year assignments abroad with no assurance that they would have a job, even a temporary one, when the assignment is over. It is surprising that government has found any competent people with family responsibilities to take such employment.

Regular staff personnel going on overseas assignments should receive promotions and salary adjustments on the same basis as staff members who stay at home. Within government the same procedure should apply even though personnel are loaned or transferred to other agencies.

When it is impossible to make long-term commitments there should at least be a transitional period for the people to seek new jobs when they return.

Within a university—or government—it should be possible to permit rotation of staff into and out of overseas assignments. Since personnel on overseas assignments are generally paid from special funds, they would not be drawing salary during this period; but their home tenure should be preserved while they are gone.

Overseas personnel should be encouraged in maintaining their professional status in their chosen fields. This should include such activities as conducting research, writing for professional publications, and attending professional meetings. The last is particularly important when such contacts must be at only two- or three-year intervals.

Foreign service administrators should take a good, hard look at the present efforts of the extension services to upgrade and professionalize their staff to see if foreign service could not adapt some of the same ideas.

## **The Need for “Home Based” Foreign Agricultural Experts**

Both the colleges and USDA need a reservoir of staff members with a deep understanding of the attitudes, the economic settings, and the political relations of the peoples of other countries. Without this knowledge neither the colleges nor the government can train American personnel for foreign assignments; nor can they do a top rate job of developing and guiding technical assistance programs in other countries, or meet their responsibilities to the thousands of foreign students in this country.

We could make better use of people who have done an outstanding job in overseas assignments when they return home. It would enhance their professional status on their home staffs. Ideally, they should be the best people to head and help direct the universities’ and government’s work in foreign lands. They are also needed to work with and encourage students who wish to enter this field.

## **The Need for Research**

No self-respecting agricultural college would think of conducting and maintaining an extension service in its own state without backing up these programs with supporting research. But while many colleges have contracts to help foreign countries, few colleges have research programs to back up their overseas obligations. The record of USDA is no better in this field.

With our present overproduction of farm products in the United States, we could well afford to turn some of our attention in developing new research to back up our overseas program.

Some P.L. 480 foreign currency is available for scientific research. But at present it must be used for research projects which will benefit American agriculture. This includes some research which will be of benefit to both countries.

But it is equally true that in many underdeveloped countries of the world we are supporting agricultural programs

where research applying to the country itself is vitally needed.

In many countries it is almost pathetic to see us trying to introduce seed of improved American crop varieties, simply because no local improved varieties exist. And yet we know from experience and research in our own country that the best varieties must be tailor-made to the area in which they grow. This is only one example of the need for research to back up our foreign agricultural programs.

## Summary

In summary, we need to give attention on several fronts if the United States is to find more competent people for international programs. First, the American people must have a greater and more continuous concern for these problems; for those working overseas must feel that their efforts are deemed important by their own countrymen.

New opportunities need to be created so that overseas assignments are an important part of a professional career.

University and government administrators must encourage top people to take foreign assignments. And they must protect the faculty and professional status of these people while they are absent from their regular jobs.

The job overseas should encourage and stimulate independent thinking and study among U.S. agricultural personnel working in foreign countries. It should give foreign workers an opportunity to learn as well as to work. The work must be designed so that it adds to the professional stature of foreign service people if we are to build a competent overseas agricultural team.

We must train more top people for these jobs. And we must back up our foreign programs with good, sound research. It is the only way we can find answers to many of the tough problems facing our overseas agricultural workers.\*

\* Footnote to Agricultural Committee Statement by Frank App:

The authors call for a corps of trained agricultural workers and place the burden of this training upon our land grant colleges.

Our land grant institutions are handicapped for such a commitment because the personnel are not well enough informed of the customs, tradition, organization, and thinking of the key people in the foreign countries who are responsible for their agricultural progress. It was a great many years before our Extension Division, when it was organized in 1913, made substantial progress. This is true in spite of the fact that the early extension workers were not foreigners but were trained in our land grant colleges on the subject matter. They were not trained on how to approach the objectives of extension. In this they had to pioneer. Consequently today's system is a result of these pioneers and not from the teachings of land grant colleges except for subject matter.

The approach to this work should be such that the agricultural leaders of foreign countries would become inspired and seek information of our technology and how to apply it into use under their local conditions. Research, teaching, and the implementation of

both research and teaching, should become a product of each foreign country in which they would take pride of ownership and achievement. We could then give such financial and technical help as would be desirable. Timely visits from our agricultural educators and research workers to foreign countries engaged in this work to discuss with them their problems, and their solution, should be given careful consideration. Likewise visits from the foreign countries to some of the land grant colleges would furnish the native workers with our viewpoint. Nevertheless the use of our technology would need to be modified in terms of agricultural practice, systems of marketing, equipment and labor for conditions existing in the particular nation; likewise the approach. Moderate loans or grants should be a part of our first aid. Consequently we should first clarify the objectives of foreign aid along with the procedure that should be followed for their achievement. Again such policy and procedure must give full consideration to local tradition, customs, facilities, needs, and kind of government available to carry out such a program.

## Members of the Agriculture Committee Signing the Statement

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*The Des Moines Register &  
Tribune*

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Executive Secretary, National  
Association of Soil Conservation Districts

\* See footnote to Committee Statement.



## —The People of NPA—

A. M.  
Lederer



Chose Studios

A progressive leader in the management field, A. M. Lederer, member of NPA's International Committee, has just been elected President of the International Committee of Scientific Management (CIOS) at its Congress in Australia, February 22 - March 4, 1960.

Mr. Lederer has been very active in managerial leadership and has served as vice president to the National Management Council from 1945 to 1951, as president from 1952-1953 and as chairman of the board of the Council for International Progress in Management—the American arm of the CIOS—from 1954 to 1959.

For 24 years—1934 to 1958—Mr. Lederer was associated with Morris & Van Wormer, management consultants in New York, and was a general partner of the firm from 1934 to 1958. In 1958, upon dissolution of the partnership, he founded the A. M. Lederer & Company, Inc., management consultants with offices in New York, Argentina, and Brazil.

Mr. Lederer has served in various advisory capacities to government agencies. He was a consultant to the Economic Cooperation Administration and to the Mutual Security Agency. He has also been a member of the E.C.A. commerce mission to Europe in 1949, and a member of the advisory group on European productivity.

He has been an advisor on management to the Ministry of Finance in Brazil, a consultant to the Industrial Research Conference, Columbia University, and past director of the Association of Consulting Management Engineers.

In addition to his numerous management activities, Mr. Lederer is a member and director of the Upadi Fund, on the board of councilors of the Rock Island Arsenal (Ill.), a trustee and member of the executive committee of the Council for International Progress in Management, Inc. (U.S.), and was president of the National Sutures Corporation. He was the recipient of the Gold Medal Award, International University of Rome, 1957.

## A World Census of Agriculture

**D**URING 1960, thousands of facts and figures will be collected by the United Nations' Food and Agriculture Organization census takers throughout the world. They are noting facts about every basic factor concerned with farming from the land itself down to the number of bees and silkworms and other forms of life and possessions which appear in the farming inventory.

The census, according to Dr. P. V. Sukhatme, director of Statistics Division, FAO, will benefit both the countries and the farmers as it will give them a proper idea of where they stand regarding agricultural conditions. It will also reveal the pattern of progress of world agriculture enabling the FAO to identify those sections of the industry which need special attention either on a world basis or by regions and countries. These objectives can only be achieved by collecting comparable statistics which can show each nation's level of prosperity in relation to its neighbor's and to the world in general.

The first world agricultural census to be sponsored by the FAO took place in 1950, but at that time only five countries in Asia and the Far East participated. Since then there has been a growing recognition of the importance of the inquiry and this year many more countries in Asia and the Far East plan to participate.

Dr. Sukhatme points out that an agricultural census is a difficult operation even in economically developed nations which possess established statistical and allied services. The cultivation of more than one crop in the same field, and the variation in the number of farm workers from season to season, as well as the problems involved in working out uniform definitions to be agreed upon if the statistics are to be of international value are a few of the difficulties encountered.

To add to this complexity there exists a human element—the farmer and the census taker. Farmers are often reluctant to give full and frank answers because they do not understand the purpose of the census, or because they fear that such information may be used to their disadvantage (such as in assessing taxes) although census law guarantees that all replies to questions will be treated as confidential.

Finding qualified census personnel is another difficulty encountered by the FAO. To overcome this problem, the FAO has organized three regional training centers—at Lima for Latin America; in Tokyo for Asia and the Far East; and at Damascus for the Near East countries. Seminars have also been held at Accra for countries in Africa south of the Sahara, and in Warsaw for European countries.

(*The UNESCO Courier*, "Largest Census of World's Farming Starts This Year," UNESCO Publications Center, March 1960, 34 pp., single copy price 30¢.)

## The Organization for European Economic Cooperation

FOLLOWING THE JANUARY MEETING of the ministers of thirteen countries in Paris at which Under Secretary of State Douglas Dillon proposed that the OEEC be revamped to include the United States and Canada as full members, four experts—Randolph Burgess of the United States, Bernard Clappier of France, Sir Paul Gore-Booth of the United Kingdom, and Xenophon Zolotas of Greece—began drawing up a report which recommended that the OEEC be replaced by the Organization for Economic Cooperation and Development (OECD).

Their recommendations, reported in the OEEC publication *A Remodelled Economic Organization—A Report by the Group of Four*, will be considered by a twenty-nation meeting of experts to be held in the latter part of May followed by further considerations at the ministerial level. The report envisions the establishment of the successor organization to the OEEC in September 1961.

The report recommends setting up an organization of twenty countries which in addition to the United States and Canada would include Austria, Belgium, Denmark, Federal Republic of Germany, France, Greece, Iceland, Ireland, Italy, Luxembourg, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, Turkey, United Kingdom, and Northern Ireland.

One of the chief functions of the OECD will be consultation on economic policy. Economic conditions and problems of member countries would be reviewed periodically. Frequent and confidential discussions would be held and an effort would be made to indicate where concerted measures toward common objectives could avoid discrepancies of action. Consultation was deemed necessary because of the important limitations on the action that individual countries can take without regard to the external repercussions of their decisions, and because of the ineffectiveness of actions taken in isolation by individual countries in dealing with many problems.

The OECD would have a council composed of all members, and meetings would be held at both the ministerial and official level. An elected chairman would preside at the ministerial meetings, while the secretary general of the organization would prescribe over the council meetings. Decisions would be made by mutual agreement of all members, each member having one vote. If a member should abstain from voting on and decision or recommendation, his abstention would not invalidate the decision with respect to its application to other members. No decision would be binding on a member unless the action complied with the requirement of its own constitutional procedures.

In aiding the developing countries of the organization, the report suggests that the OECD be concerned with broad

economic development and recommends that it should (1) coordinate trade policy and general economic policy so that a steady rate of economic growth and stable expanding markets can be maintained; (2) continue technical assistance which took place under the OEEC; and (3) should improve existing direct aid programs, including the increase of capital aid to develop countries to supplement their own savings available for investment.

IN THE FIELD OF TRADE, the report states that the organization should abide by the principles of GATT. By a fixed date a review should be made of the trade provisions which are presently in force in the OEEC and the formation of new trade provisions should take effect at the time of the formal ending of the OEEC.

Although the authors recognize that modern technical advances make regional economic groupings desirable and sometimes essential, they state "it is important that on the one hand commercial preference should not be the sole or principal aim of any such regional arrangements but one of their necessary consequences, and on the other hand, that this consequence, which may injure third countries, should be counterbalanced by benefits to them from advances resulting from unification in the regions in question."

The operation of the European Monetary Agreement—an OEEC backed function—should be continued the report states. This body—which now provides credit facilities for periods of up to two years to assist members with short-term imbalances and provides facilities for settling inter-country payment balances through multilateral settlements—is of continuing usefulness in contributing to the removal of technical and financial obstacles to the free flow of payments.

CONSULTATION on agricultural policy with special attention focused on the interests of less developed countries is also recommended by the report. However, the work done by the European Productivity Agency—an agency set up to help European industry learn from America—is no longer necessary the report states.

Other activities which should be continued according to the report include the functions of the Oil Committee, the European Nuclear Energy Agency, the Manpower Committee, the Tourism Committee, and the Fiscal Committee. (*A Remodelled Economic Organization—A Report by the Group of Four*, W. Randolph Burgess, Bernard Clappier, Sir Paul Gore-Booth, and Xenophon Zolotas, OEEC, Paris: 1960, 138 pp., 50¢.)

## South Asia Reviewed

FROM TIME TO TIME, the U. S. Department of State issues background statements on general foreign policy and background information on specific world areas. One of these recent publications presents a review of the subcontinent of South Asia—Afghanistan, Ceylon, India, Nepal, and Pakistan.

This bulletin points out that even though these five countries differ greatly ethnically as well as in language, religion, and social and political organization, they have a great number of similarities. All these countries are in a state of political flux; the areas are economically underdeveloped and their governments are struggling to achieve economic progress; and all have been subject to European colonial rule or domination. However, as a result of this domination they are suspicious of Western intentions, are extremely sensitive in the field of racial questions, and with the exception of Pakistan, prefer to remain neutral in the East-West contest.

Although the subcontinent of South Asia is most often thought of as a political proving ground in the East-West struggle, it is an economically important area to the United States and the West. It not only has command of an important sea lane but contains vast amounts of raw materials and has a great untapped productive potential. The total value of U. S. trade with this area in 1958 amounted to over \$715 million and as these countries develop, this trade can be expected to increase substantially.

In addition to the summary information given, the bulletin also covers the five countries individually, and presents a geographical description, information on the people, history, and government, a review of the various sectors of the economies and the economic assistance received, and briefly comments on the foreign relations' policy—in particular relations with the United States. (*The Subcontinent of South Asia*, the U. S. Department of State, Government Printing Office, Washington, D. C.: 1959, 72 pp., 40¢.)

NPA is saddened to lose two good friends, John D. Black, long-time Agriculture Committee member and Samuel H. Thompson, past assistant director of NPA who directed the Association's study, *National Budgets for Full Employment*. Mr. Black, noted economist and writer on agricultural production, land economics, and national agricultural policy, received the 1951 NPA Certificate of Extraordinary Achievement. Mr. Thompson retired a year ago as assistant chief of the Division of Interindustrial Economics of the Labor Department, and since that time had been a consultant to the Bureau of Labor Statistics. Mr. Black was a member of NPA's Committee of New England and authored a number of studies for NPA, including *A Balanced United States Agriculture in 1965*.

## Current Thought on Peace and War

The increased concern with international affairs, particularly with the problem of world conflict and order, prompted the Institute for International Order to initiate the biographical quarterly, *Current Thought on Peace and War*. In 1958, the institute asked eighty scholars what further contributions might be made through research, education, and related activities to the maintenance of peace. "Almost all who were consulted agreed that a digest in the international field would help researchers and policy makers keep abreast of the voluminous literature assuring fuller use of existing knowledge of international relations."

The quarterly presents abstracts of published materials as well as accounts of research in progress. Institutes concerned with research are also included. The objective of the quarterly is to distill from the work of both social scientists and natural scientists the thinking directly concerned with the prevention of war. The issue is, however, confined to American sources, and excludes materials for which bibliographies and references are available, namely, UN documents, U. S. government documents, and area studies.

(*Current Thought on Peace and War*, Institute for International Order, New York: Winter 1960, 112 pp., \$1.50 per issue, \$5.00 per year.)

## Publications Received

Cavers, David F., and James R. Nelson, *Electric Power Regulations in Latin America*, Johns Hopkins Press, Baltimore: 1959, 300 pp., \$6.00. A study, sponsored by the World Bank and ECLA, of the law, practices, and administrative systems governing the operation and financing of Latin America electric power utilities.

Davey, Harold W., Howard S. Kaltenborn, and Stanley H. Ruttenberg, editors, *New Dimensions in Collective Bargaining*, Harper & Brothers, New York: 1959, 212 pp., \$3.50. An Industrial Relations Research Association report, this volume presents nine authorities on labor-management relations who define the full significance of the factors in contemporary collective bargaining as well as the far-reaching effects of new employee benefits, security arrangements, and automatic wage and adjustment plans.

David, Paul T., Ralph M. Goldman, and Richard C. Bain, *The Politics of National Party Conventions*, The Brookings Institution, The George Banta Company, Inc., Menasha, Wisconsin: 1960, 608 pp., \$10.00. An historical and analytical study of how the major political parties find and nominate their candidates for President and Vice President.

Dimock, Marshall E., *Administrative Vitality: The Conflict with Bureaucracy*, Harper & Brothers, New York: 1959, 312 pp., \$5.00. The author investigates the major questions central to the problem of preserving personal initiative, loyalty, and spontaneity as an organization—private or governmental—increases in size.

Fowler, John M., ed., *Fallout: A Study of Super Bombs, Strontium 90 and Survival*, Basic Books, Inc., New York: 1960, 248 pp., \$5.50. Directed to the layman, a collection of essays on various aspects of nuclear energy from chemistry to civil defense.

Gruen, Victor and Larry Smith, *Shopping Towns USA*, Reinhold Publishing Corp., New York: 1960, 288 pp., charts, pictures, floor plans, \$13.50. A study of the problems in designing, site selection, standards, responsibilities, economic considerations, zoning for site, financing and other problems in planning shopping centers.

Harbrecht, Paul P. Jr., *Pension Funds and Economic Power*, The Twentieth Century Fund, New York: 1959, 342 pp., \$5.00. An analysis of the origins, workings, and impact of pension trusts.

### METROPOLITAN REGION STUDIES

Hoover, Edgar M., and Raymond Vernon, *Anatomy of a Metropolis*, Harvard University Press, Cambridge, Massachusetts: 1959 366 pp., \$6.00. First book in a series of the New York Metropolitan Region Study, a project devoted to the examination of the major problems confronting the tri-state New York Region, and an estimate of future developments. The first study analyzes the internal structure of a metropolitan area, the make-up of the population shifts, and the reasons for these shifts.

Handlin, Oscar, *The Newcomers: Negroes and Puerto Ricans in a Changing Metropolis*, Harvard University Press, Cambridge, Massachusetts: 1959, 184 pp.,

## Looking Ahead

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\$4.00. A study of the problems of the influx of these minority groups into New York, the changing conditions of the recent past, the present state of affairs, and the possibilities of future breakthroughs for a better status for these groups.

Helfgott, Roy B., W. Eric Gustafson, and James M. Hund, edited by Max Hall. *Made in New York: Case Studies in Metropolitan Manufacturing*, Harvard University Press, Cambridge, Massachusetts: 1959, 402 pp., \$6.75. Through case histories, the authors present the development and changes which have taken place in the metropolitan New York area, and identify the forces making for growth and those tending toward dispersal. Projections through 1985 are also included.

Segal, Martin. *Wages in the Metropolis: Their Influence on the Locations of Industries in the New York Region*, Harvard University Press, Cambridge, Massachusetts: 1960, 224 pp., \$4.75. The study points out the part that wage levels have played in influencing industry location, and the role played by labor skills in New York area's attraction for industry. Information based on interviews with businessmen, union leaders, and government officials.

Robins, Sidney M., and Nestor E. Terleckyj with the collaboration of Ira O. Scott, Jr. *Money Metropolis*, Harvard University Press, Cambridge, Massachusetts: 1960, 312 pp., \$5.00. A locational study of financial activities in the New York metropolitan region, the historic forces that led to its growth, the major "industries" in the financial community, and a forecast of the individual financial sectors.

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Vol. 8, No. 4

May 1960

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